



Performance and Accountability Report

Fiscal Year 2004



Homeland
Security

Message from the Secretary

November 18, 2004



I am pleased to provide the Department of Homeland Security's *Performance and Accountability Report* for fiscal year 2004. The report describes our progress in protecting our Homeland while preserving the freedoms we cherish. Looking back at the challenges of the past year, I am proud of what the Department has accomplished and excited about the security structure we are building for our nation. I can unequivocally declare that the United States is better prepared and more secure than it was one year ago. However, the progress is not just the Department's progress, it's the Nation's progress. For it is a strong record of accomplishment made stronger by the shared commitment of ordinary, extraordinary citizens.

Together, as a nation, we reconstructed and unified programs, people and priorities in a way that facilitated efficiency, openness and outcomes. We joined together to seek out the most advanced technologies. We worked to reduce the vulnerabilities that were exploited on September 11th and think analytically about those that could be exploited in the future. We examined our critical infrastructure, our transportation systems, our borders, our ports and, of course, the skies above. Nothing was beyond our scope of analysis and review.

We took the challenge head-on, and, today, you can see and feel the difference in ways large and small. Permanent protections are in place that did not exist a year ago. Some didn't exist six months ago. And, these protections make it more difficult for terrorists to attack us.

As the 9/11 Commission so accurately put it: "The need to know has been replaced by the need to share." Widespread information sharing is the hallmark of the Nation's new approach to homeland security. That is why we have developed new tools for communication and collaboration that reach horizontally across federal departments and agencies and vertically to our partners at the state, local, territorial and tribal levels as well as the private sector and our international allies. Our success in improving information sharing and coordination has enhanced the ability of first responders to maintain essential communications and get the help they need; improved ability to identify potential terrorists and prevent them from entering the country; increased the safety of our transportation systems; and raised port and border security.

This year we established the Homeland Security Operations Center, which facilitates the flow of information and helps coordinate the actions of federal, state and local government, first responders, the private sector and our international allies. We also established the Homeland Security Information Network. This real-time collaboration system is already being used by more than 1,000 first responders to report incidents, crimes and potential terrorist acts to one another and to the Department through the Operations Center. It's like an "instant messenger" system for law enforcement and other public safety officials across the country. Already, we've reached full connectivity with all 50 states; remaining territories, counties, cities and others will be linked by the end of the year.

Achieving coordination throughout the first-responder community is one of the greatest challenges facing this country. Many of us know that the tragedy of September 11th was compounded by equipment that failed to work across jurisdictions and disciplines. This problem must be fixed. There are immediate steps we are taking in the short-term to improve interoperability and connectivity in a crisis. This year, we identified technical specifications that will allow first responders to communicate with one another during a crisis, regardless of frequency or mode of communication.

We are also working together toward a permanent solution – one that will not only help us respond to terrorist incidents, but also criminal events or natural disasters. Private sector ingenuity will help us address everything from full-spectrum communications requirements to standards for personal protective equipment. And, the private sector is responding with innovative and promising ideas.

To keep our citizens who fly in the skies safe, we have deployed advanced airline passenger screening equipment, employed thousands of trained government airport security personnel, placed federal air marshals on thousands of airline flights, and required the airlines to install hardened cockpit doors on every plane. The Department's cargo inspectors are now on site in Rotterdam, Netherlands; Singapore; Hong Kong and 22 other international ports of trade working with our allies to target and screen cargo heading for our shores. We have increased inspection of cargo entering our ports and have upgraded harbor patrols and surveillance.

To keep our citizens safe from those who seek to do us harm, we implemented the US-VISIT system, which uses state-of-the-art biometrics, to verify the identity of people crossing our borders. We have also upgraded our student exchange visitor system to identify imposters, while allowing for continued exchange so that we can continue to welcome legitimate students wishing to study in the United States. Every day we must operate with the knowledge that our enemies are changing based on how we change. This is why science and technology is key to winning this new kind of war. Our partnerships with the private sector, national laboratories, universities and research centers help us push the scientific envelope.

We are developing new resources for detecting the presence of nuclear materials in shipping containers and vehicles. We have deployed the next generation of biological and chemical countermeasures such as BioWatch, a set of broad-based detection tools uniquely sensitive enough to not only alert people to the presence of dangerous pathogens, but also facilitate evacuation.

Not only are we deploying new technologies to detect nuclear, biological and chemical weapons, we've worked hard to be ready to save lives after such attacks. Three years ago, our national stockpile of medications to protect Americans against a bioterrorist attack was drastically undersupplied. Today, we have stockpiled a billion doses of antibiotics and vaccines, including enough smallpox vaccine for every man, woman and child in America.

To improve the readiness of our local communities, the Department has allocated or awarded more than \$8.5 billion for our state and local partners across the country since March of last year. This money has enabled community officials to purchase much-needed equipment and training for both terrorist and natural disaster threats.

We've also launched the National Incident Management System and the Nation's first National Response Plan. As a result, instead of 50 individual state plans, we now have one unified procedure, so that those with responsibility for protection at all levels of government and the private sector understand their roles and responsibilities in the event of a crisis – and will have the tools they need to carry them out.

A year and a half ago, the Nation spoke of goals. Today, we talk of results and improving those results. This review is merely a brief glimpse of the progress that we as a nation have made.

The *President's Management Agenda* continues to guide the Department's efforts to make its programs more efficient, effective and results-oriented. We continue to make solid progress in implementing the core government-wide initiatives: Strategic Management of Human Capital; Competitive Sourcing; Improved Financial Performance; Expanded Electronic Government; and Budget and Performance Integration. In addition, the Department is also tracking real progress in meeting the two specific program initiatives of Federal Real Property Assets Management and also Research and Development Investments. This report discusses initiatives to transform the *President's Management Agenda* into the Department's own results agenda.

The performance information contained in this report is fundamentally complete; some performance goals and measures being enhanced from those in our annual performance plan. The performance information is reliable in accordance with guidance issued by the Office of Management and Budget except as noted in Part III, Performance Information.

Based on internal management evaluations, and in conjunction with the results of independent financial statement audit, the Department, except as noted in Part I, Management's Discussion and Analysis, and Appendix B, the Independent Auditor's Report, can provide reasonable assurance that the objectives of Section 2 (Management Controls) and Section 4 (Financial Management Systems) of the *Federal Management Financial Integrity Act* have been achieved.

Along with the Department's 180,000 employees, I am proud of all we have accomplished together in the past year in preparing and safeguarding the Nation against terror.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Ridge", with a long horizontal flourish extending to the right.

Tom Ridge

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